

CHAPTER 14

OFFICE ORGANIZATION AND MANAGEMENT

This chapter is designed to give you an insight into both the organizational makeup of naval legal service offices and the major elements that an office manager must deal with to have an effective and well-run office. As a senior LN, you will probably be in charge of a staff judge advocate (SJA) office or a naval legal service office (NAVLEGSVCOFF or NLSO for short) division and have a title such as administrative supervisor or administrative assistant. Just because you have reached this level does not mean you can sit back and be a supervisor. To ensure an efficient office, you must be aggressively involved in its operations. Involvement is the key to effective management. Your involvement starts at the top and carries through the entire command structure. You have to know not only your command's organizational structure but also its mission.

How many times during your career have you experienced effective and ineffective management techniques by superiors that can only be termed as unforgettable? You should learn from both good and bad experiences. As you progress through your career, apply all your experiences and strive to achieve the best possible results from any situation.

Good office managers keep their minds open and have the ability to make changes when they are needed. Before you make any changes to your office, you must first understand exactly how it operates. Analyze the office and the functions it performs in the light of how performance can be improved. You may not be able to change the present organization, nor may you want to; however, you must understand it thoroughly. This is where involvement is important. For instance, there may be many occasions where you will have to perform the work as well as supervise the work of your subordinates. After it is clear in your mind what is to be done and by whom, you may want to consider modification, consolidation, or reorganization of your office. Knowing how your office currently operates is the first step in managing it yourself. And remember that you must always consider your office's operation within the larger context of your command's overall mission.

ORGANIZATION OF THE NAVAL LEGAL SERVICE COMMAND

The Deputy Judge Advocate General of the Navy has the additional duty to the Chief of Naval Operations (CNO) as the Commander, Naval Legal Service Command. In this capacity he or she administers the legal services program and provides command direction for all naval legal service activities and resources. The Commander, Naval Legal Service Command has command over all NLSOs. Each NLSO is headed by a commanding officer (CO). Most NLSOs also have detachment and branch offices under them that are commanded by officers in charge (OICs).

The primary purpose of the Naval Legal Service Command and its subordinate offices is to provide necessary legal services to commands and personnel in specified geographical areas. This service is done with a minimum of judge advocates through consolidation of available legal resources at locations with a high concentration of naval commands and personnel. It also places defense counsel under the authority of the Commander, Naval Legal Service Command to nullify any possibility of command control in their defense of court-martial accused.

NAVAL LEGAL SERVICE OFFICES

NLSOs, under the command of the Commander, Naval Legal Service Command, are placed throughout the world to meet Navy needs. Every NLSO provides legal as well as administrative and educational services for naval activities and personnel within its specified geographical area.

NLSOs provide all necessary legal services and counsel for command legal matters such as military justice, investigations, claims, legal assistance, and administrative proceedings. NLSOs also perform the following functions:

- Provide clerical assistance in the preparation of records and board hearings
- Process and adjudicate claims within the limits of assigned authority

- Review court-martial records, records of investigation, and nonjudicial punishment appeals
- Provide advice on all legal matters, including legal assistance
- Maintain liaison with local, state, and federal courts and law enforcement agencies
- When appropriate, provide advice on admiralty matters, international law, environmental law, labor law, litigation, and jurisdictional questions

NLSOs provide the previous services as requested by commands when the requesting command does not have the necessary legal personnel assigned. Functional responsibilities do not include business and commercial law matters under the cognizance of the Office of General Counsel. Each NLSO has five major departments within its organizational structure: Military Justice, Command Services/Administrative Law, Claims, Command Administration, and Legal Assistance. Additional or fewer departments may be necessary as determined by local conditions.

When a detachment or branch office is assigned to an NLSO, these offices provide the services required to help the parent NLSO meet its responsibilities. The detachment acts as an extension of the parent NLSO and is directly responsible to the CO of the parent NLSO.

SHIP, STATION, OR STAFF JUDGE ADVOCATE OFFICE

In addition to NLSOs and their detachments, you may work at a ship, station, or an SJA office, usually at the convening authority (CA) or officer exercising general court-martial jurisdiction (OEGCMJ) level. OEGCMJs are the reviewing authorities for the CAs placed under their jurisdiction. These offices are usually small, independent offices. They provide the primary legal advice and services required by the commands to which they are assigned or, as in the case of reviewing authorities, are the offices that handle all reviewing requirements for the CAs under their command. You may have one or two LNs assigned to you, but it is just as likely that you may be the only LN at the command. Most of the work in these offices concerns military justice and investigations, but you should also know how to handle claims and legal assistance.

ADMINISTRATIVE PROCEDURES

When you begin work in a new billet, whether it be in an NLSO or an SJA office, one of your first jobs is to learn as much as possible about your organization. You should learn what the primary functions of your office are and what duties it performs as well as its relationship to the overall command organization. After you understand the function of your office; for example, claims, military justice, or legal assistance, you will see how your own duties, and those of your subordinates, fit into these functions.

Thinking of your office in relation to your ship or station, you should study the ship or station organization, and the names, titles, and ranks of those above your office in the chain of command. You should know which other offices relate to yours in their duties. You also should learn what reports are due and in what form. To understand the Navywide program of which you are a part, study the publications related to your work. Remember, as the supervisor it will be ultimately your responsibility to be sure each of your subordinates is knowledgeable in these areas as well.

OFFICE MANAGER

Traditionally, an office manager's job has been viewed as the planning, organizing, directing, and controlling of his or her operations so the activity can carry out its mission.

Many modern management authorities consider this concept inadequate because it fails to recognize the major role people play in achieving the objectives of the activity. To get the job done, managers organize, direct, and attempt to control the activities of people. Therefore, many management authorities prefer a concept of a manager as someone who is responsible for matching the interests and needs of the people with those of the activity or command. Assuming enough resources are available, managing people is the central and most important managerial task.

ASSIGNING PERSONNEL

After interviewing your personnel and reviewing their service records, you should have a good idea of their experience level, past performance, and knowledge of the duties associated with the LN rating.

All LNs are expected to perform the duties of their rating at the rate level they hold. This is a necessary condition of naval organizations, but it should not prevent you from remembering that each individual has

special talents or preferences. A good supervisor always finds out what each person likes to do well enough to put extra effort into it. You cannot make all assignments on this basis, particularly when manning levels and office workload override individual desires. However, it does pay dividends in quantity and quality of work and better office morale if individuals are able to work at some of the tasks they do and like better than others.

Since transfers, leave, temporary additional duty, or hospitalization will cause changes of personnel within your office, rotate your subordinates in the various jobs occasionally. By doing this you will take the first step in preventing office routine from breaking down when a key person is absent and be able to give each individual an insight into how each task contributes to the overall function of the office. Prepare for the unexpected by training your people to replace each other and to replace you.

One method to make sure individuals clearly understand their job assignments is to establish those assignments in writing. By establishing job assignments for each desk in your office, you will make sure each individual is fully aware of his or her responsibilities and you will provide for a smooth and orderly transition when they are relieved or rotated to other assignments. It also will help you make sure those tasks that are done once a month are not forgotten. A formal memo is not necessary to set up the requirements of a job. Just make a list on the desk leaf or directly in front of the desk where the work is done. You should keep a copy of the list so you can refer to it as necessary.

When you assign duties, give similar or related tasks to the same person. Proper combination of duties speeds up operations by cutting out wasted motion and improving accuracy. Divide the workload as fairly as possible. An uneven workload lowers morale and creates bottlenecks that decrease office productivity.

CORRESPONDENCE AND DIRECTIVES

In chapter 1 you were given instruction on how to write the Navy's various forms of correspondence. As the senior LN, you will be handling them in a much different way. One of your primary duties as an office supervisor is to control the correspondence and directives that your office deals with in its normal daily routine. Your responsibility is to handle and route all incoming and outgoing correspondence and to make sure all directives of a legal nature are kept current and prepared following command policy. It will be up to you to determine which correspondence has the highest

priority and how to route it to each worker so there is a smooth coordination of work in your office.

Knowing exactly what to do with incoming correspondence is important to the efficient operation of your office and command. You must be sure you have set up a system of routing correspondence to your workers for action that considers the priority with which the action is taken. The system you set up must also allow for your subordinates to understand not only the content of the correspondence but the timeliness with which they should act on it. A correspondence read file and an action message board are two commonly used routing systems for making sure workers read and initial appropriate action items. It is also important that all your personnel are familiar with the different types of naval correspondence and directives as covered by the *Correspondence Manual* and the *Directives Issuance System Manual*.

TRAINING

A very important aspect of your role as a supervisor is to make sure you maintain a comprehensive training program. The primary goal of any training given to your subordinates is to improve their efficiency on the job plus enhance their advancement opportunities. A formal training program intended to ready your personnel for advancement should be based on occupational standards. Since advancement examinations are written based on occupational standards established for each rating, any training received within the occupational standards guidelines benefits all concerned. Another reason for comprehensive training, especially for those LNs who are new to the rating, is to indoctrinate them as soon as possible to the many facets of the rating. When an NLSO or SJA office receives new LNs recently out of school, the new LNs possess only the basic administrative tools. It will take some time for these LNs to experience the many phases of the rating. Usually one tour is not enough to do the job. The importance of a sound training program cannot be overemphasized.

Many sources are available to you when putting your training program together. Good guidelines for selecting and organizing your subject matter are contained in *Military Requirements for PO 3 & 2*. Its contents are extremely helpful at guiding you through the training development process and should result in a program that will meet the needs of your subordinates as well as the LN community as a whole.

CIVILIAN PERSONNEL MANAGEMENT

In most of your billet assignments as an LN you will work side by side with civilian personnel who augment the staffing of NLSOs or SJA offices. Quite often you will supervise some of them. Together, civilian employees with military counterparts are an integral team that contributes significantly to the mission success of your office as well as the command. In the next section we will address civilian employees and two important aspects of your supervision, namely, writing position descriptions and performance appraisals.

THE FEDERAL EMPLOYEE

Too often the unfamiliarity with civil service regulations causes problems in carrying out good management practices. Again, involvement is important in achieving office efficiency. To understand the world of a civil servant you should not hesitate to pursue whatever is available in the way of training. A visit to your servicing civilian personnel office should be your first stop. They not only keep up the records of civilian employees but also maintain publications and regulations governing civil service; for example, copies of the *Federal Personnel Manual*, the *Civil Service Reform Act* pamphlet, and the *Manager's Handbook*. The most helpful and highly recommended guide is the local standard operating procedures (SOP). You can obtain the SOP from the servicing civilian personnel office also. The local SOP explains in specific detail how actions are handled by that servicing personnel office. Each SOP is different and should never be used at another location because it would not apply. There are procedural differences at each Servicing civilian personnel office. The local SOP defines the procedures for all personnel actions. For instance, it explains the procedures for staffing, classification, and employee relations. These offices also conduct seminars and training for military supervisors. Your efforts to get as much information as possible will enhance your understanding of the civilian personnel who staff your office.

POSITION DESCRIPTIONS

One of the major tasks concerning civilian employees that you may find yourself involved in is the writing of position descriptions. Positions must be classified before employees can be hired. A position description is an official record of the work assigned by management to an employee. Position descriptions are

useful in setting qualifications used in filling jobs and promoting employees. They can be used to orient new employees in their duties. The duties and responsibilities in a position description are also used in developing performance standards for the work and in deciding on (training courses related to the work).

Although different position descriptions are required for different classifications of federal employees, we will touch briefly on the General Service (GS) position description because, in most cases, it will be the GS civil service employee that you supervise. The following is a broad outline of the major elements that make up a GS position description.

Most GS position descriptions are now written in a Factor Evaluation System (FES) format. The FES is a method of assigning grades in the classification of nonsupervisory positions, GS-1 through GS-15. Under the FES, position descriptions consist of a brief listing of the major duties followed by a description of those duties in nine FES evaluation factors. The nine factors are as follows:

1. Knowledge required (by the position)
2. Supervisory controls
3. Guidelines (for the work)
4. Complexity (of the work)
5. Scope and effect (of the work)
6. Personal contacts
7. Purpose of contacts
8. Physical demands
9. Work environment

For additional information on writing position descriptions using the FES format, refer to the guide *How to Write Position Descriptions Under the Factor Evaluation System*. All servicing civilian personnel offices should have this guide.

PERFORMANCE APPRAISALS

Another important task is the writing of the performance appraisals of your civilian personnel. Performance appraisals are used as a basis for decisions to train, reward, assign, promote, demote, retain, or remove (for reasons other than misconduct) employees. Because most performance appraisals are based on locally prepared criteria, we will only briefly cover the major areas that supervisors need to be concerned with

when writing performance appraisals. Specifically, they are as follows:

- Advise employees on what the critical elements of their jobs are
- Establish performance standards that will permit accurate evaluation of job performance on the basis of objective, job-related criteria
- Assist employees in improving unacceptable performance
- Reassign, demote, or remove those employees whose performance continues to be unacceptable, but only after they are given an opportunity to show that they can perform acceptably and do not improve

Remember, the aforementioned writing guidelines are very general. Specifics depend on the location of your organization, the type of federal employees you are supervising, and the type of job that they are assigned. Again, you should contact your servicing civilian personnel office to obtain both the governmentwide and local directives that are established for your particular employees' job descriptions and performance appraisals.

INDEBTEDNESS

Your office may be tasked with being the central point for the processing of all indebtedness complaints concerning members of the command. Therefore, you must be familiar with the Navy's policy regarding indebtedness of its members. As the office supervisor, you will decide how to handle indebtedness correspondence by setting priorities and setting up files and tickler systems to track cases. This section briefly discusses the major parts of that policy, as well as when and how complaints of indebtedness must be addressed by the command.

Keep in mind that an indebtedness problem is of a personal nature and is treated as a confidential matter between the service member, his or her division officer (or whoever the CO appoints as advisor), and your office. Public knowledge is not required unless administrative proceedings or disciplinary action becomes necessary.

POLICY

From start to final settlement, a monetary obligation is a private matter between the service member and the creditor. A member of the naval service, however, is

expected to settle his or her just financial obligations in a proper and timely manner. The failure to pay just debts or the repeated undertaking of obligations beyond one's ability to pay is regarded as evidence of irresponsibility. It is considered in retaining security clearances, making advancement in rate or special duty assignments, recommending reenlistments, or authorizing extensions. In aggravated circumstances, indebtedness problems may become grounds for disciplinary action or administrative separation. The naval service has no authority to require a member to pay any private debtor to divert any portion of his or her salary to payment. No CO may adjudicate claims or arbitrate controversies respecting alleged debts; however, all COs should cooperate with creditors to the limited extent of referring qualified correspondence to the member concerned.

Before discussing what is qualified correspondence or qualified indebtedness complaints, we will look at two acts that a creditor must follow before a CO is obligated to cooperate with the creditor.

FEDERAL TRUTH IN LENDING ACT

The Federal Truth in Lending Act requires a disclosure of credit terms so the consumer may compare the various terms available to him or her and avoid the misinformed use of credit. To this end, the act requires that credit terms and costs be explained to the consumer in a uniform manner revealing the annual percentage rate of the total finance charge.

FAIR DEBT COLLECTION PRACTICES ACT

The Federal Fair Debt Collection Practices Act prohibits contact by a debt collector with third parties, such as COs, to aid in debt collection unless there has been prior consent by the debtor, or the debt collector obtains a court order. The act defines what a debt collector is and is not. Generally, those prohibited from contacting the CO are those firms engaged in the collection of debts as their primary purpose. In other words, the original creditor has given up trying to collect and turned it over to a professional debt collector. The act does not prohibit the original creditor from contacting the command.

PROCESSING OF COMPLAINTS

Complaints of indebtedness are referred to the service member when the creditor's correspondence contains evidence that the debt complained of has been reduced to judgment. If it has not been reduced to

judgment, the correspondence must contain a certificate of compliance (or its equivalent) and proof that the credit transaction was made following the Truth in Lending Act and its Standards of Fairness. The creditor also must submit a Statement of Full Disclosure showing the terms of the transaction disclosed to the service member when the contract was executed.

If the debt collector is in violation of the Fair Debt Collection Practices Act or a state statute regulating debt collection practices, return the correspondence to the sender, along with a letter similar to the sample letter in figure 14-1.

REFERRAL TO SERVICE MEMBER DEBTOR

Normally a division officer or you, as the senior LN, refers a qualified indebtedness complaint to the service member at a conference where the member is confronted with the alleged debt. If the service member acknowledges the debt and his or her ability to pay, instruct the member on the fact that he or she is expected to make good on the debt as soon as possible. If the service member disputes the debt or states an inability

to pay, refer him or her to the nearest legal assistance officer.

CORRESPONDENCE WITH THE CREDITOR

When you refer a complaint to a service member debtor, you should notify the creditor of the referral and some indication of the debtor's intentions. Prepare and send a letter similar to the sample letter in figure 14-2 to the creditor and make sure the member's intentions reach the creditor either directly or through a legal assistance officer.

When the correspondence shows the complaining creditor has no judgment, is subject to the Truth in Lending Act, and contains no evidence of the compliance-disclosure requirements already discussed, prepare and send a letter similar to the sample letter in figure 14-3, enclosing a copy of the Standards of Fairness and forms for a Statement of Full Disclosure and the Certificate of Compliance. Hold the complaint in abeyance pending reply from the creditor.

If the creditor resubmits the complaint and includes the completed, required forms, or their equivalent, the complaint is considered qualified and you should

Dear Sir/Madam:

This is in reply to your letter of (date) concerning the alleged indebtedness of (rate, name).

The policy of the Department of the Navy concerning indebtedness is that members of the naval service shall honorably discharge their just debts. The Department of the Navy, however, has no authority to enforce settlement of any private claims made against members of the naval service, nor is adjudication of disputed claims a matter under the cognizance of the Department of the Navy.

The Navy will forward complaints of indebtedness to members advising them to communicate directly with the claimant regarding their intention in the matter, provided that the letter of indebtedness complies with statutory and regulatory requirements.

A careful review of the contents of your correspondence suggests that it is in violation of (statute [federal or state or both]), in that (brief description of apparent violation, for example, correspondent is a member of the class of persons prohibited from contacting third parties). Therefore, the correspondence is returned to you without action.

You are advised to communicate directly with (rate, name) about this matter.

Sincerely,

Figure 14-1.-Sample letter to debt collector in violation of Fair Debt Collection Practices Act or state statute.

Dear Sir/Madam:

This is in reply to your letter of (date) concerning the alleged indebtedness of (rate, name).

In view of your letter, we have advised (rate, name) to communicate directly with you regarding his or her intention in the matter. We hope the above action will result in the matter being satisfactorily resolved.

Sincerely,

Figure 14-2.-Sample letter of complaint referred to service member debtor.

Dear Sir/Madam:

This is in reply to your letter of (date) concerning the alleged indebtedness of (rate, name).

The policy of the Department of the Navy concerning indebtedness is that members of the naval service shall honorably discharge their just and fair debts. The Department of the Navy has no authority to enforce settlement of private claims made against members of the naval service, nor is adjudication of disputed claims a matter under the cognizance of the Department of the Navy.

Department of Defense directives require that as a condition precedent to forwarding complaints of indebtedness to a service member the enclosed forms be completed and the Standards of Fairness followed. If, after review, it appears that the provisions of the Department of Defense directives have been fully satisfied, we will refer the matter to the service member so that he or she may reply to you.

Sincerely,

Encl: (1) Standards of Fairness and forms for a Statement of Full Disclosure and a Certificate of Compliance

Figure 14-3.-Sample letter to creditor who provides no evidence of meeting compliance-disclosure requirements.

process it accordingly. If the resubmitted complaint contains neither form, or a set incompletely or insufficiently completed forms, return the creditor's correspondence with a cover letter similar to the sample letter in figure 14-4.

Refer cases of questionable qualifications to a legal assistance officer or an appointed command representative for review and opinion. In such instances, correspondence to the creditor is tailored appropriately.

Occasionally, a disgruntled creditor who did not qualify his or her complaint for referral writes to his or her Congressman. This leads to a congressional inquiry. The most important thing to know about a congressional inquiry is that it must be answered quickly and courteously and provide sufficiently complete information to answer the question without violating anyone's rights. A congressional inquiry is dealt with by using a letter similar to the sample letter in figure 14-5.

ADMINISTRATIVE OR DISCIPLINARY ACTION

Actions discussed here are reserved for aggravated cases of service members who show no inclination to settle qualified debts referred to them through their commands. Such cases involve members who

continually overextend themselves despite prior difficulties from, and warnings regarding, living beyond their means. Repeated complaints from the same creditor or multiple complaints from different sources are the usual indications of these problems.

Administrative Separations

Service members may be separated for misconduct due to a pattern of misconduct when they exhibit an established pattern of dishonorable failure to pay just debts. Processing for misconduct could result in an other than honorable separation with attendant loss of service benefits. In each case, the member must have received prior counseling from an appropriate financial counselor or, if necessary, full family counseling if it appears that domestic relations or alcohol abuse might be, in part, responsible for the indebtedness. He or she must also be given a reasonable time to show progress in his or her efforts to become solvent. Following counseling, a warning entry is made on page 13 of the member's service record.

Disciplinary Action

Article 134, *Uniform Code of Military Justice* (UCMJ), includes the offense of dishonorable failure to pay a just debt that carries a maximum punishment of 6 months' confinement, forfeiture of all pay and

Dear Sir/Madam:

This is in reply to your letter of (date) concerning the alleged indebtedness of (rate, name).

After a careful review of the contents of your correspondence, it does not appear that you have met the Full Disclosure test and the Standards of Fairness requirements. (Specify particulars to the extent appropriate.) We are not permitted to assist you until the Standards of Fairness have been followed or until such time as you have obtained a civil judgment in a court of competent jurisdiction which follows the provisions of the Soldiers' and Sailors' Civil Relief Act.

By copy of this letter the Chief of Naval Personnel is being advised of the foregoing.

Sincerely,

Encl: (1) Correspondence in this case

copy to:
CHNAVPERS

Figure 14-4. Sample letter to creditor who continues to show no evidence of meeting compliance-disclosure requirements.

My dear (Congressman/Congresswoman):

This is in reply to your letter of (date) concerning the alleged indebtedness of (rate, name), United States Navy.

Navy personnel are well indoctrinated in the Department of the Navy's policy of expecting all members of the naval service to discharge their acknowledged debts and just obligations. The Department desires to cooperate and be of assistance to persons who are experiencing difficulty in collecting from naval personnel acknowledged personal debts. There is no legal authority to exercise control or direction over Federal pay in matters of personal indebtedness. Cooperation is restricted to bringing the matter of delinquency in indebtedness to the attention of the member concerned, with the request that they communicate with the creditor regarding their intentions in the matter.

Department of Defense directives require that as a condition precedent to forwarding complaints of indebtedness to a service member the enclosed forms must be completed and the Standards of Fairness complied with. Your constituent should be advised to send the forms to the Commanding Officer, (fill in).

Sincerely yours,

Encl: (1) Standards of Fairness and forms for a Statement of Full Disclosure and a Certificate of Compliance

Figure 14-5.-Sample letter to answer congressional inquiry.

allowances, and a bad-conduct discharge. Deceit, willful evasion, false promise, or other circumstances showing deliberate nonpayment or gross indifference must be proved to establish the offense. Nonjudicial punishment or court-martial action may be initiated under Article 134, UCMJ, at the discretion of the command. Remember, however, that disciplinary action is never an appropriate vehicle for assisting creditors in the collection of debts. Moreover, disciplinary action not resulting in discharge is likely to produce financial hardship in the form of reduction or forfeiture, an end not likely to rehabilitate the debtor. Accordingly, it must be decided in each case whether administrative actions, rather than disciplinary measures, may offer better solutions to aggravated indebtedness situations.

CUSTOMER SERVICE

Earlier in this chapter we discussed that the primary purpose of the Naval Legal Service Command and its subordinate offices is to provide necessary legal services to commands and personnel in specified geographical areas. It is possible that you maybe supervising one of the legal offices that is tasked with providing those legal services to Navy commands and their personnel in your area. This is nothing more than a customer service

function on a command scale. Although you are not a lawyer, many customers will look to you as the senior LN for the legal advice and service they require. Therefore, it is essential that you establish a well-run liaison with those commands.

Although each command that you service will have similar, and often the same, legal problems that need attention, the problems and the urgency with which they are attended could vary greatly depending on the size of the command and its primary mission. For instance, a ship about to get underway would need court-martial services done much more quickly than a naval station whose accused and other interested parties are stationed ashore and will be readily available for some time to come. As the office supervisor, you should recognize the differences in the needs of the commands you service and assign your personnel accordingly.

Coordination between your office and the commands you service will run more smoothly if you establish reliable contacts at each command. Although the point of contact will usually be the person who handles the command's legal work, that person may be junior to most of the people he or she may be dealing with in the command. Therefore, you may need to develop a point of contact with a more senior person who has the power to make sure things you need the command to do

to help you better serve it are done in a timely and efficient manner. It does no good to have your best workers servicing other commands if they are constantly being frustrated by a lack of cooperation on the other end. Liaison is a two-way street, and the smoother the coordination between each command, the better the personnel who really need the help are serviced.

SUMMARY

This chapter emphasized office organization and management. Their importance to command mission cannot be overstated. Your understanding of both the mission and the people that contribute to its success is an integral element to your success as a manager. Lastly, it is important for you to remember that in office management the key is involvement.